

Making Lean Principles & Tools Work for Your Entire Team

JULIE GLASSMEYER
MARCH 21, 2023



Introduction



- Lean Construction Coach
- 13 years as GC/CM
- 7 years as subcontractor
- 1st Lean project 2002
- Been a member of, and/or coached, dozens of Lean project teams.

Julie
Glassmeyer



OBJECTIVES

- ▶ Achieve a basic understanding of Lean purpose, principles, and tools
- ▶ Share experiences with other members of the group
- ▶ Identify common and occasional pain points experienced with Lean implementation
- ▶ Crowdsourcing ideas and proven strategies for dealing with challenges
- ▶ Develop a list of items for future action by individual organizations or the group, as a whole.

Roundtable Agenda

- ▶ **Intro & Welcome (5 min)**
- ▶ **Brief Overview of Lean Design & Construction (15 min)**
 - ▶ **Purpose, Principles, & Tools (LPS[®], TVD)**
- ▶ **Small Group Breakout (20 min)**
 - ▶ **Share Experiences, Identify Challenges, Offer Strategies**
- ▶ **Reconvene & Report-out (40 min)**
- ▶ **+/ Δ & MentiMeter Polling (10 min)**
- ▶ **Adjourn**

History of Lean

- ▶ Toyota Production System (1948)
- ▶ Two Non-Negotiables:

CONTINUOUS IMPROVEMENT
RESPECT FOR PEOPLE



What is Lean Design & Construction?

- ▶ Management Philosophy – Toyota Production System
- ▶ Build Value as Defined by the Owner
- ▶ Eliminate Waste
- ▶ **Respect for People**
- ▶ Problem Solving by Those Doing the Work
- ▶ Planning for Flow
- ▶ **Continuous Improvement** – Innovation through Collaboration
- ▶ Tools – Last Planner® System

Six Tenets of Lean Construction

- 1 Respect for people
- 2 Optimize the Whole
- 3 Generate Value
- 4 Eliminate Waste
- 5 Focus on Flow
- 6 Continuous Improvement



Project Elements

Lean teams organize in a structure that leads to improved coordination, outcomes and shared leadership.



Lean can be implemented regardless of commercial terms: Design-Bid-Build, Design-Build or Integrated Project Delivery. The degree of implementation varies with the terms.

A Lean Operating System is a organized implementation of Lean Principles and Tools combined to allow a team to operate in unison to create flow.

Lean Design & Construction

The Last Planner[®] System

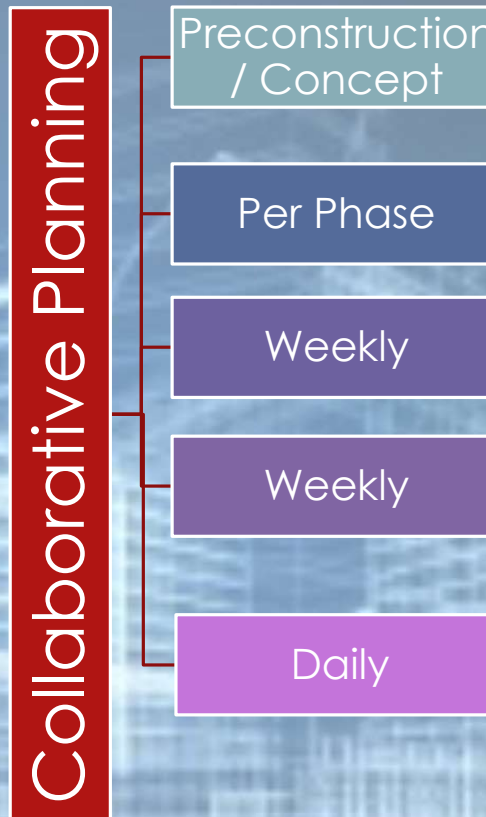
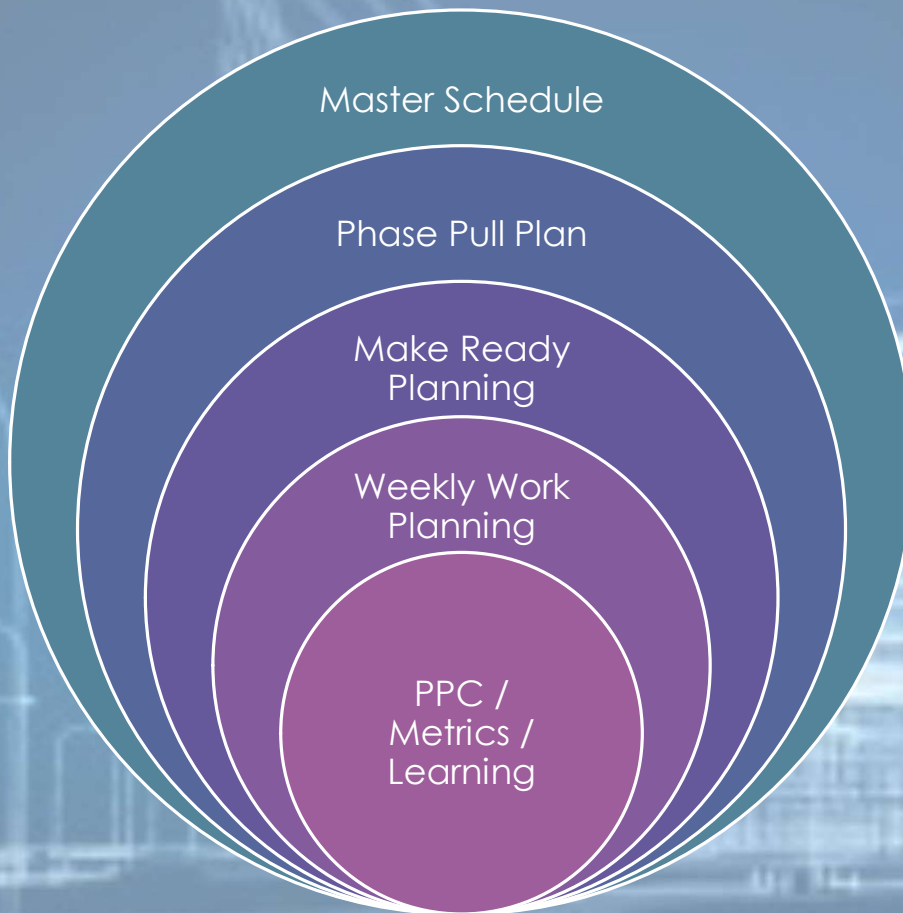
- ▶ **What is the Last Planner System[®]?**
- ▶ **Goals of the Last Planner System[®]**
 - ▶ **Exceptional Planning**
 - ▶ **Reliable Promises**
 - ▶ **Flexible Plans**
 - ▶ **Robust Problem Identification & Solution**
 - ▶ **Learning & Continuous Improvement**



Everyone stand up.

G3C
Glassmeyer Construction
Consulting & Coaching, LLC

The Last Planner[®] System



Target Value Delivery (TVD) Overview

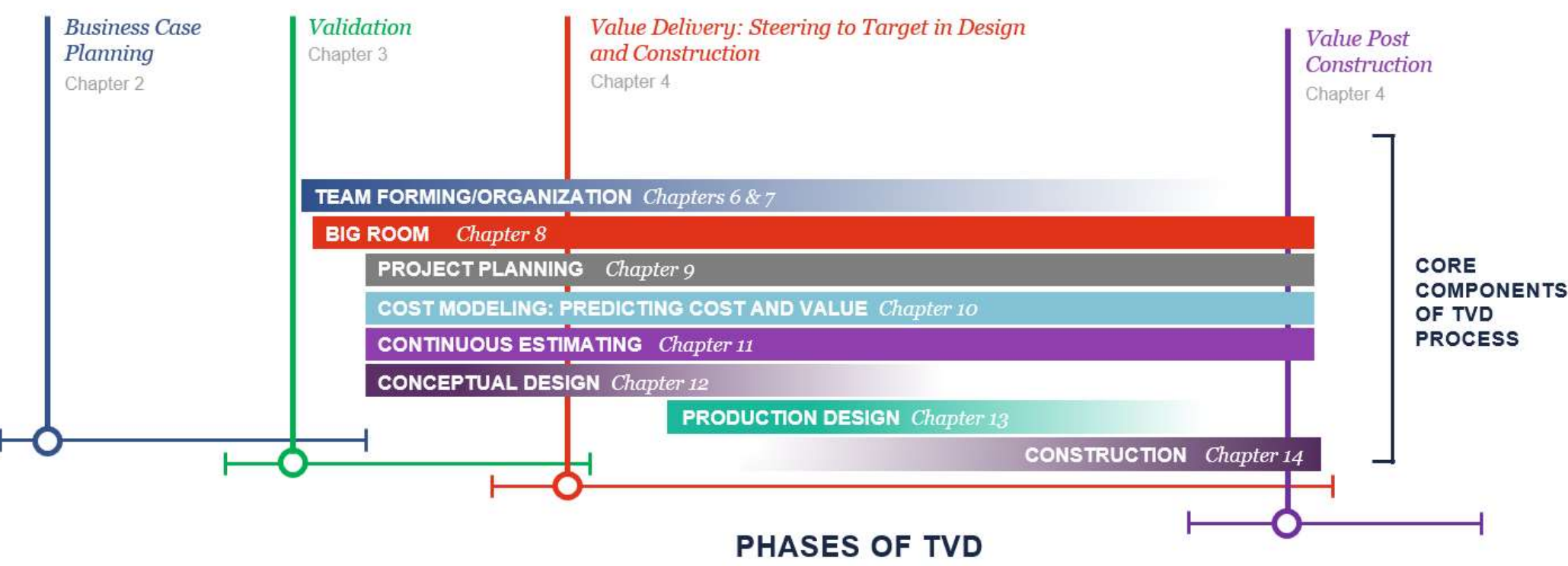
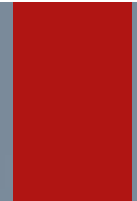


Image courtesy of InsideOut Consulting & Southland Industries

Small Group Breakouts

- ▶ **Topics for Discussion (to be assigned)**
 - ▶ Last Planner System®
 - ▶ Target Value Delivery
 - ▶ Integrated Project Delivery (using an IFOA)
- ▶ **Prepare to Report on:**
 - ▶ Experience of the group
 - ▶ Identified challenges to implementation
 - ▶ Strategies discussed in group

Reconvene & Report-out

- ▶ Prepare to Report on:
 - ▶ Experience of the group
 - ▶ Identified challenges to implementation
 - ▶ Strategies discussed in group
- ▶ Ideas from the group at large

+/ Δ (Plus/Delta)

- 1. Aim for Continuous Improvement**
- 2. + = “I liked...”**
- 3. Δ = “I wish...”**
- 4. Request & Review after every meeting /
planning session**
- 5. Assign responsibility**



Thank you for your time.

JULIE GLASSMEYER

JULIE@GLASSMEYERCONSULTING.COM

513.635.2730

G3C
Glassmeyer Construction
Consulting & Coaching, LLC